



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA  
Chief Executive Officer

Board of Supervisors  
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Third District

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Fifth District

August 7, 2008

To: Supervisor Yvonne B. Burke, Chair  
Supervisor Gloria Molina  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

A handwritten signature in black ink, appearing to read "W. T. Fujioka", is written over the printed name.

## DEPARTMENT OF HEALTH SERVICES REQUEST TO APPOINT LILY WUN-NAGAOKA TO THE POSITION OF CHIEF, REVENUE MANAGEMENT, HEALTH SERVICES

Consistent with the Board-approved policy on management appointments, the Department of Health Services (DHS) requests authorization to appoint Lily Wun-Nagaoka to the position of Chief, Revenue Management, HS at an annual salary of \$129,857.16 (\$10,821.43/month), placing her on Step 11, of this S12 position and reflecting a 10.72 percent increase over her base salary. We have reviewed the request and concur with the attached DHS request to appoint Ms. Wun-Nagaoka.

As the Chief, Revenue Management, HS, Ms. Wun-Nagaoka will report to the Acting Chief Fiscal Officer (CFO) and will be responsible for assisting the CFO in the oversight and management of the Fiscal Programs Division. In this capacity Ms. Wun-Nagaoka will oversee the training and supervision of 18 staff members in the completion of financial systems, accounting and revenue programs. Ms. Wun-Nagaoka will also be responsible for the completion of reviews for Medi-Cal Redesign revenue, Cost Based Reimbursement Clinics revenue, Office of Statewide Health Planning Development reporting and State and federal Cost Reporting policies and procedures to ensure maximization of forecast. In addition, she will assist in the Phase II procurement system linkage to the eCAPS Financial System.

*"To Enrich Lives Through Effective And Caring Service"*

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Each Supervisor  
August 7, 2008  
Page 2

DHS indicates, Ms. Wun-Nagaoka has over 20 years of various Los Angeles County experience and a copy of her resume and additional information from DHS is attached. Accordingly, the salary placement for Ms. Wun-Nagaoka on Step 11 of this S12 position would be consistent with the level of experience and knowledge that she brings to this position.

In accordance with the policy on managerial appointments, unless our office is informed otherwise from your offices by August 14, 2008, we will advise DHS that authorization has been granted to proceed with Ms. Wun-Nagaoka's appointment to Chief, Revenue Management, HS at an annual salary of \$129,857.16 effective August 15, 2008.

If you have any questions or concerns regarding this appointment, please call me or your staff may contact Latisha Thompson of this Office at (213) 974-1157, or at lthompson@ceo.lacounty.gov.

WTF:SRH:SAS  
MLM:LT:yb

Attachment

- c: Executive Officer, Board of Supervisors  
Interim Director, Department of Health Services  
Director of Personnel

Lily Wun-Nagaoka\_mbs

# MANAGEMENT APPOINTMENT REQUEST

Candidate Name: Lily Wun-Nagaoka

Employee No.: \_\_\_\_\_

(Check one) NEW HIRE: \_\_\_\_\_ PROMOTION: ☒

## FACILITY/PROGRAM

Provide organization chart & highlight the position

SEE ATTACHMENT

Describe where the position fits into the management organizational structure:

The Chief, Revenue Management, Health Services position reports directly to the position of Chief, Fiscal Officer (item No. 4608 A, Range R12).

Describe the duties and responsibilities which reflect the scope and complexity of the position:

SEE ATTACHMENT

The Chief Revenue Management, Health Services position is responsible for overseeing the Finance Application systems, the Accounting, and Revenue Projections of the Finance Division. The duties and responsibilities of the Chief Revenue Management position will include, but are not limited, to 1) Assisting the Chief Fiscal Officer in the oversight and management of the Fiscal Program division of Finance. The division has 18 staff members involved in financial systems, accounting and revenue programs. 2) Completion of special assignments surrounding but not limited to the Medi-Cal Redesign revenue, Cost Based Reimbursement Clinics (CBRC) revenue, Office of Statewide Health Planning and Development (OSHDP) reporting, and State & Federal Cost Reporting policies and procedures to ensure maximization of forecast. To complete these items require working with Staff at the State, Federal, and Public Hospital organizations such as California Association of Public Hospitals (CAPH), California Hospital Association (CHA), and legal staff (i.e. County Counsel and Foley & Lardner. 3) Complete special financial review of Health Services financial position to ensure a balanced budget. Review include for but are not limited to the following: reviews as a result of the Governor's Health care Reform, reviews as a result of the Governor's State Budget, reviews as a result of Centers for Medicare & Medicaid Services (CMS) de-licensing Martin Luther King Medical Center, reviews as a result of the recapturing of the \$360 million unused waiver dollars, and reviews as a result of Board of Supervisor assigned, etc. 4) Provide staffs support to assist in the development of fiscal and administrative policies and procedures to ensure compliance with laws/regulations and protect/maximize revenue. 5) Complete the development, design, implementation, and system maintenance of Health Services financial applications. The process includes but is not limited to working with the County wide implementation teams, the end-users to define the needs of Health Services systems and tables, deploying the system, provide training for the user staff, provide procedures/training manuals, and the ongoing maintenance & trouble shooting of issues. The County of Los Angeles' Health Services eCAPS implementation consist of General Ledger, Accounts Payable, and Accounts Receivable accounting systems and the interfaces to Health Services' subsidiary system. 6) Assist in the Phase II procurement system linkage to the eCAPS Financial system which includes but are not limited to the design & development of Time & Attendance eHR, the eCAPS Purchasing, etc, to ensure the system to ensure reporting needs are available to meet Health Services State and Federal reporting requirements.

The salary requested for Ms. Wun-Nagaoka is commensurate with the scope and responsibilities of the position. Ms. Wun-Nagaoka is highly qualified and possesses the special knowledge, skills and experience necessary to successfully perform the critical functions of this position.

Indicate the candidate's unique qualifications, special skills or abilities, work background or experience, etc.:

Ms. Wun-Nagaoka is an outstanding employee who has demonstrated exceptional knowledge, technical skill and ability needed to complete the identified duties of the Acting Chief of Fiscal Programs Division of Finance. Ms. Wun-Nagaoka has 1 year experience as the Acting Chief of Fiscal Programs; 7.5 years experience as the section head of Application Development Division of Health Services Fiscal Programs; and 8 years experience as the Chief of the Systems section of Expenditure Management at LAC+USC Medical Center. See attached resume.

Provide the candidate's résumé or curriculum vitae

SEE ATTACHMENT

Identify highest paid subordinate reporting to this position

Name: William McCormick Employee #: \_\_\_\_\_ Title: IS Manager I

Base Monthly Salary: \$ 9,877.18 Base Annual Salary: \$ 118,526.16 Salary Range/Quartile: 108G

Identify management position above the position requested

Name: Allan Wecker Employee #: \_\_\_\_\_ Title: Chief, Revenue Management, Health Services

Base Monthly Salary: \$ 9,903.14 Base Annual Salary: \$ 118,837.68 Salary Range/Quartile: S12, Step 8

## HUMAN RESOURCES

Certify that the position is vacant and budgeted

YES ☒ NO ☐

Verify current salary of the individual for whom the request is being submitted.

CURRENT BASE SALARY: Month: \$9,773.25 Annual: \$117,279.00 Range/Schedule: S11, Step 10

PROMOTION: Verify current salary of the individual for whom the request is being submitted, and designate the proposed salary and percentage increase over current salary.

PERCENTAGE INCREASE: 10.72 %

PROPOSED SALARY: Monthly: \$ 10,821.43 Annually: \$ 129,857.16 Range: S12 , Step 11

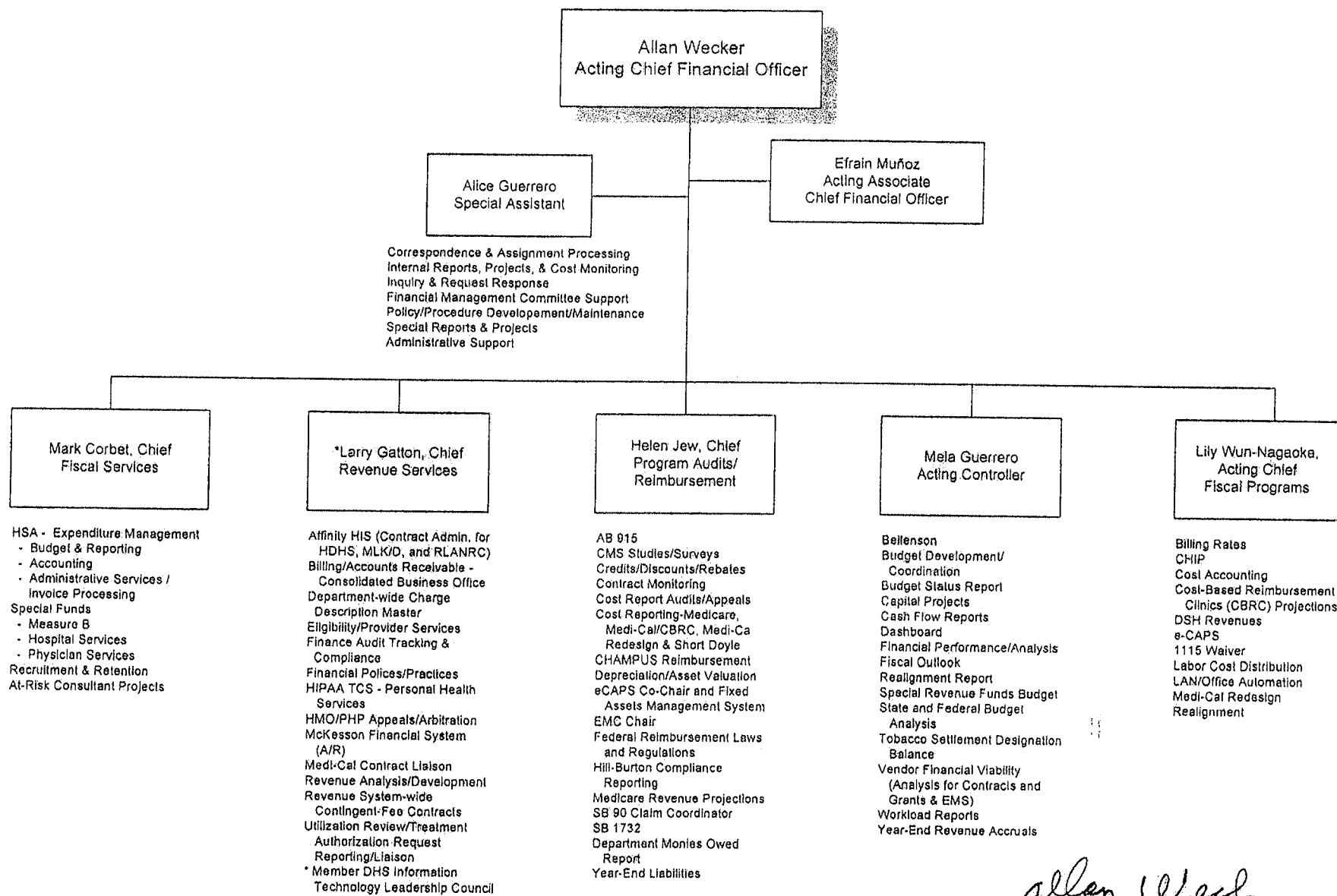
Reviewed listing of all internal equivalent positions within facility/program

YES ☒ NO ☐

Verify that candidate is listed on the appropriate Certification List and is reachable

YES ☒ NO ☐

**COUNTY OF LOS ANGELES<sup>1</sup> DEPARTMENT OF HEALTH SERVICES**  
**FINANCE ORGANIZATION CHART**

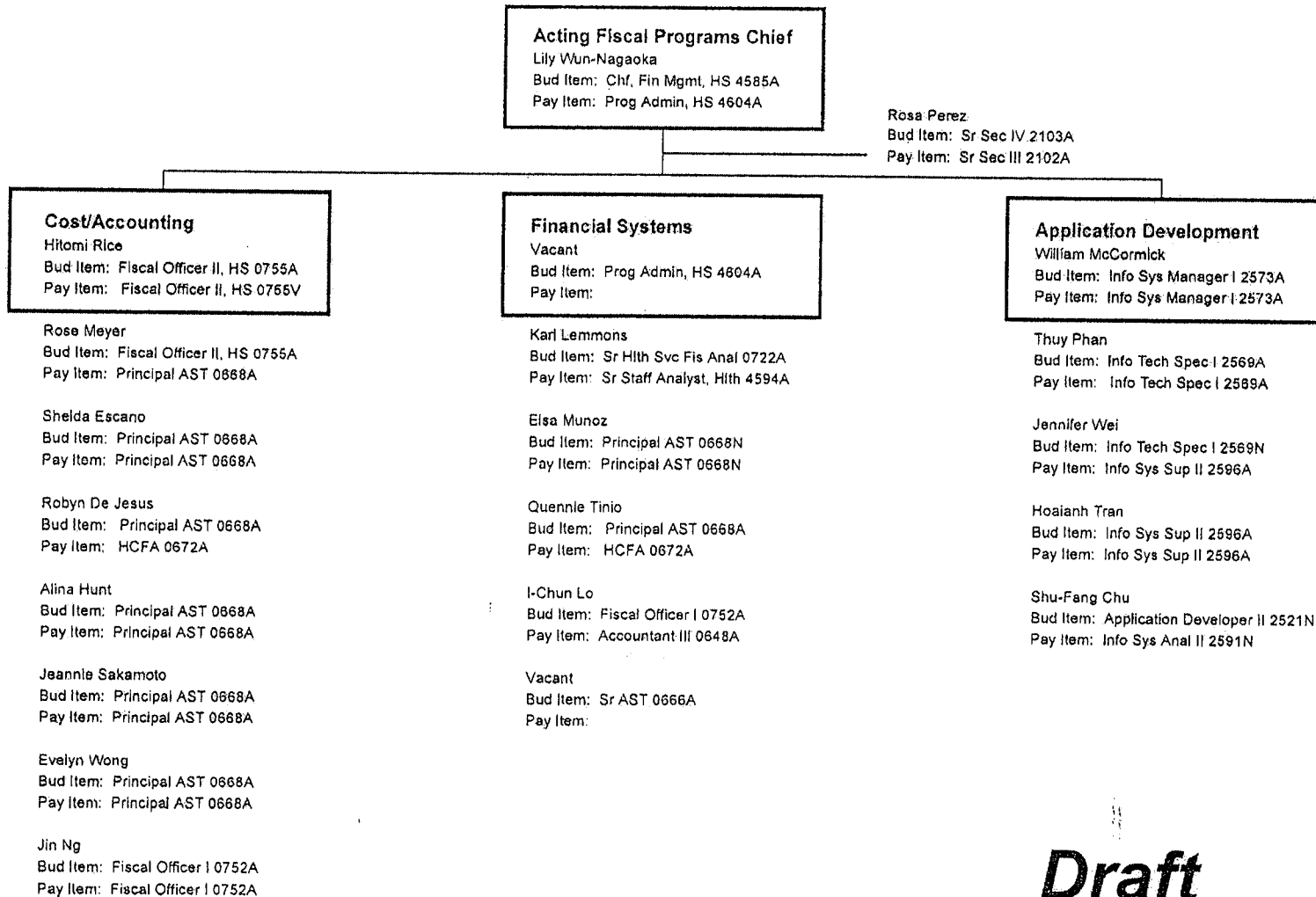


*allan wecker*

Allan Wecker

# FISCAL PROGRAMS ORGANIZATION CHART

BUDGET GROUP #20320



**Draft**

## DUTY STATEMENT CHIEF, FISCAL PROGRAMS

- Work with the State, Legal Staff, and Agencies (i.e. California Association of Public Hospitals (CAPH), California State Association of Counties (CSAC), etc.) in the design, development, analysis, and establishment of Statewide programs to include but not limited to Healthcare Reform, Recapture of \$360 million in waiver funds, State Budget impact, South Los Angeles Preservation fund, etc. The review may include but is not limited to the evaluation of the impact of the program on the financial position of Los Angeles County and impact on Health Services' Fiscal Forecast.
- Work with the State, Legal Staff, and CAPH, on the Medi-Cal Redesign Program since Governor Schwarzenegger passed the program on September 6, 2005. The Medi-Cal Redesign program is estimated to be worth over \$200 million in Medi-Cal inpatient revenue and more than \$700 million in Disproportionate Share Hospital (DSH) Funds and Safety Net Care Pool Funds (SNCP). DSH and SNCP funds are essential funding for the uninsured population. The work includes but is not limited to designing, programming, and implementing a full system to provide the Medi-Cal Redesign program with an adhoc system that will capture days, primary visits, and ancillary charges and payments by patients. In addition, the Medi-Cal Redesign program includes the calculation of revenue impacting each of the 5 County Hospitals. The County facilities will share a portion of the SNCP and DSH funds with the 23 public hospitals. The system established will determine the revenue based on the Certified Public Expenditures (CPE), but because there is no direct link between claiming and reimbursement the allocation of funds between the public hospitals is very complex.
- Work with the Auditor-Controller to implement for DHS the countywide eCAPS financial system that started in Fiscal Year 2005-06 and provide ongoing maintenance, and system support in as well as evaluations of future phases of eCAPS to include but are not limited to procurement, time & attendance, personnel and payroll. Health Services' implementation of eCAPS consists of, but is not limited to knowledge transfer of Health Services operations, obtaining a working knowledge of the usage of eCAPS, working with the Auditor-Controller in establishing eCAPS' system logic, establishing interfaces to the many Health Services' subsidiary systems (i.e. Labor Cost Distribution System (LCDS), Health Materials Management (HMMS) being the major operational systems, in addition to providing and establishing the needed tables (i.e. Chart of Accounts, Department Object tables, Task code, Revenue Objects, system inferences tables, Performance Counts, etc.) and ongoing training and help desk support to the staff. The County of Los Angeles has implemented the General Ledger, Accounts Payable, and Accounts Receivable accounting system. Additionally, we are developing an adhoc eCAPs database system with standard reports for each budget unit within DHS.

- Work with the DHS management and facilities to review cost and workload needed to calculate the average cost per discharge, cost per visit/day, and cost per services on a standardized basis. The review is completed using a number of sources (i.e. Office of Statewide Health Planning and Development (OSHPD) -State Mandated Report, Cost Profitability Analyzer (CPA) – purchased system, Cost Model – home grown system, General Ledger cost). The result is utilized in the development of the facilities billing rates and for usage in management analysis, potential benchmarking and financial analysis.
- Improve the Department's ability to track costs through various efforts, including the completion of implementation of the Performance Measurement - Cost Profitability Analyzer system which includes billing data, patient demographic data, cost (standard Relative Value units), payment information, etc., assisting in the analysis of physician, patient and other specific data related to cost, profitability, and length of stay; providing support to facility end-users of the Labor-Cost Distribution system; and updating the current Informational Reports (IR) system using data directly from Affinity and enabling facility end-users to access the data through PC-based software.
- Work with the facilities in the completion of various reports, claims, surveys, audits that are mandated by the State or Health Agencies. The reports, claims, surveys and audits include, but are not limited to the following: 1115 Waiver, OSHPD, California Healthcare Indigent Program (CHIP), National Association of Public Hospitals (NAPH) Annual Hospital Survey, CAPH Survey, Board of Equalization Used Tax Audit, and the Annual Financial Audit, etc.
- Complete implementation and provide system support & maintenance of Financial Applications (i.e. Labor Cost Distribution System (LCDS) , Cost Profitability Analyzer system (CPS), Health Materials Management System (HMMS), etc.). The completion of the LCDS encompasses contract execution to design, implementation, training and ongoing maintenance of the production system. In addition, since LCDS is impacted by the future phases of eCAPS implementations, detail review of the systems and the future phases of eCAPS modules is needed to ensure continued functionality of LCDS which is Health Services' production system utilized by the Department to complete State reporting for reporting salaries & employee benefits. The implementation of CPA will allow the Department to utilize the Affinity data to identify the cost of services provided to patient by diagnosis codes. The completion of the CPA encompasses working with the facilities, and the vendor to map the data to be used in the CPA system. The HMMS system is Health Service's materials management system utilized by the hospitals and general fund locations for purchase of services & supplies. HMMS is also impacted by the future phases of eCAPS implementation and therefore will also entail detail review of the systems and functionality of the future phases of eCAPS.



*Lily Wun-Nagaoka*

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*Objective: Position as the Chief Revenue Management*

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**Education:**

*1979 - 1981 California State University, Dominguez Hills, B.S. Accounting*

*1971- 1975 University of California, Berkeley, B.S. Public Health*

***Professional Experience***

*2007 – Present     Department of Health Services/Health Services Administration  
Fiscal Programs Unit of Finance  
Program Administrator, Health Services  
Acting Chief, Fiscal Programs*

- Acting unit head of Fiscal Programs Division of Health Services Finance responsible for supervision, training and oversight of eighteen staff members in the completion of financial systems, accounting, and revenue programs.*
- Worked with the State, Legislative staff, public and private agencies (i.e. CAPH, CHA) to determine the impact of Health care Reform on Los Angeles County Health Services system.*
- Complete Medi-Cal payment, Medi-Cal Redesign and CBRC revenue projections for Los Angeles County Health Services.*
- Complete system cost reviews for Health Services' changing systems (i.e. Martin Luther King-Harbor system, Zero Base Budget, Fiscal Stabilization, Facilities Variable/Fixed Cost per service, etc.).*
- Complete reporting system to address the revised legislative needs Medi-Cal Redesign; reporting systems includes but are not limited to the completion of the Medi-Cal Redesign database, provide web access to Cost Profitability*

*Lily Wun-Nagaoka*

*Analyzer (CPA) and the implementation of eCAPS, and LCDS.*  
*1999 – 2007      Department of Health Services/Health Services Administration*  
*Fiscal Programs Unit of Finance*  
*Fiscal Officer II, Health Services*  
*Section Head, Application Development Division*

- *Section head of the Application Development section of the Fiscal Program unit responsible for the supervision and training of three staff members in the completion of application development, special projects, systems implementation, system maintenance, and database development & maintenance.*
- *Coordinated and assisted the Auditor-Controller eCAPS team in the July 1, 2005 implementation of the County-wide eCAPS Implementation for Health Services. The implementation consisted of General Ledger, Accounts Payable, and Accounts Receivable systems for the 18 Health Services Departments as well as converting over existing interfaces (i.e. HMMS, LCDS, Patient Account Charge posting, OMC, Physician Billing, etc.) from CAPS to eCAPS.*
- *Complete the replacement of the legacy Labor Cost Distribution System (LCDS). The replacement of the LCDS include execution of contracts to document & evaluate the legacy system, determine the needs of the replacement system, identify the business rules of the system, and working with the staff and consultants to design and implement the LCDS. The implementation of the LCDS included providing daily support for the running of the production system and detail hands on training for 18 departments, approximately 70 staff members. The LCDS is the labor and benefits subsidiary system to the General Ledger. The LCDS is used for State and Federal reporting. Salaries and employee benefits make up over 60% of the total County expenditures.*
- *Design, establish and maintain the Medi-Cal Remittance Advice Database. The database is used for reporting and analysis of Medi-Cal payments.*
- *Responsible for large number of special projects, including but not limited to the following: Analysis of CHC/HC cost, CBRC cost analysis, Harbor/UCLA to MLK/Drew Medical Center cost comparison, etc.*

*Lily Wun-Nagaoka*

*Professional Experience:*

*1991 – 1999      Los Angeles County, Los Angeles County + University of  
Southern California Medical Center  
Expenditure Management unit of Finance  
Section Head for Systems unit  
Accounting Officer III*

*Major Accomplishments:*

- *Chief of Administrative Accounting section of Expenditure Management. Responsible for the supervision and training of six staff members in completion of special studies, systems analysis, auditor-controller audits and cost report audits.*
- *Assist in the system design for processing and reporting of ancillary data for manage care patients.*
- *Responsible for the reporting needed for 1115 Waiver claim.*
- *Responsible for the completion of the disaster recovery reporting and claiming.*
- *Responsible for the completion of the Cluster integration.*
- *Responsible for the completion of the October 1995 curtailments.*
- *Responsible for the completion of the OSHPD conversion.*
- *Responsible for the implementation of the Health Financial Information System. Worked as the manager of the implementation team for LAC+USC Medical Center for both the Expenditure systems and the Revenue systems.*
- *Responsible for monitoring contract compliance and renewals.*

*Lily Wun-Nagaoka*

- *Act as the liaison with outside agencies for audits, contracts, and systems.*
- *Responsible for the completion of Internal Audits, Management Audits, and Financial Audits.*
- *Performs data analysis, fiscal reviews, and special studies on department revenues and expenditures. Report finding, and make recommends.*
- *Instrumental in the implementation of a facility network at LAC+USC Medical Center and a local area network for Expenditure Management.*
- *Responsible for the automation of a number of manual systems (i.e. nursing deviations, financial error corrections, and coding correction programs for the chart of accounts).*
- *Assisted in the development of department-wide system design and interfaces for major systems implementations (i.e. Accounts Payable, County-wide Payroll).*

*1986 – 1991      Los Angeles County, Los Angeles County +University of  
Southern California Medical Center  
Expenditure Management unit of Finance  
Staff Analyst  
Account I - Fiscal Officer I*

- *Staff analyst to the section head of systems division of Expenditure Management. Assisted in major project to include, but not limited to the following: the development of CWPAY databases, the development of the internal audit reporting for LAC+USC Medical Center, completion of special studies and audits, completion of HBO&C Chart of Accounts automated review, etc.*

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*References provided upon request*